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was adopted without the necessity of changing the form. The advantage was gained for the entire area, and an award of ten dollars was voted for this imaginative GS-4 clerk.

## SUPERVISION AND MANAGEMENT TRAINING

Throughout the Organization there is a continuing interest in increasing managerial proficiency at all levels. This interest is manifested in a number of ways, including development by the Office of Training of programs of instruction for those who have the responsibilities of supervision and management. Fundamental concepts of good supervision and sound management are presented and analyzed in a number of courses.

*Basic Supervision* is one of these courses. Its objectives are directed to the requirements of first-line supervisors. Emphasis is placed on human relations in a supervisor's responsibility for getting work done.

As a rule, each class consists of supervisors who are at the same general level of responsibility. The course content varies with the nature of the group and is fitted to the needs of participants who may be GS-5 through GS-7 in one presentation or GS-9 through GS-11 in another. An integral part of *Basic Supervision* is a "follow-up plan" which consists of two meetings, one from four to six months after the course has been completed and a second within the following year. This second meeting is attended by the combined membership of several courses, and representatives of the Organization's top management are invited to address the group.

*Supervision for Intelligence Officers* is designed for officers in grades GS-12 through GS-14 whose principal responsibility is substantive research or technical support but who also have management responsibility as project leaders or as supervisors of other analysts and technicians.

Tailored adaptations of these courses can be prepared to meet unusual needs and time

limitations of supervisors in specialized activities.

*Basic Management* serves the needs of our "middle managers" — those who have at least one echelon of supervisors under their direction. It is presumed that the job requirements of the students in this course include substantial responsibility for the managerial functions of planning, directing, coordinating, and controlling as well as for substantive work. In addition to treatment of these activities, the course includes discussion of current management doctrine, case histories, and specific management problems and techniques encountered in the Organization.

A *Management (Special)* course is an adaptation of *Basic Management* and is presented upon request either at headquarters or at another acceptable place.

Some of the management courses that are given by universities and other organizations have proved to be effective in preparing our employees for advancement. An individual is usually expected to complete appropriate internal training before applying for external training in this field. External training ordinarily extends from four to twelve weeks and the presentations vary from one to four times a year. Information on this phase of the training program is available in OTR's Catalog of Courses or may be obtained through the Registrar of the Office of Training.

All internal Supervision and Management courses are conducted in four-hour sessions, mornings only, for periods of two to three weeks. A new course, *Introduction to Supervision*, has been designed for persons for whom some supervisory assignment is anticipated. Two new types of presentations are under consideration: *Management Seminars* and a series of *Management Workshops* in which current problems of the Organization and the application of management principles and techniques would be discussed.

The program has met with gratifying success and further information will be published from time to time as new courses or other developments occur.

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November - December, "Support Bulletin" SB-7

## MANAGEMENT TOOLS

### SHELF FILING

The chief of a large files installation of this Organization was faced with a problem common today in many of our offices: crowded working conditions and no room for expansion. In addition, his files were divided between two rooms on two separate floors. Fortunately, there was an answer: open-shelf files similar to those shown below.



The results were astonishing. Enough space was gained to bring the two file units together within one room and to provide for two years' expansion.

This is a single instance of a quiet revolution taking place in the field of filing. The postwar growth of records, increased curbs on space, and demands for greater efficiency have brought forth many improvements in filing systems and equipment. Open-shelf filing is one of these.

What is open-shelf filing? It is a method by which records, in file folders, are stored on tiers of open shelves. For years insurance companies in particular have used variations

of this method. But only recently have equipment manufacturers marketed appropriate shelving and accompanying supplies.

Shelf-filing equipment can save up to fifty percent of floor area because its upper shelves fully utilize space which would be left vacant if file cabinets were used. Additional savings result from the smaller amount of aisle space needed. Cabinet filing calls for aisle widths of 3 to 5 feet, while 2½-foot aisles are ideal for shelf filing.

The original cost of shelf files is about one-half that of five-drawer cabinets and one-twentieth that of safe cabinets now costing more than 400 dollars. Considerable savings are possible even after deducting costs for the construction of a vault area which would be necessary to house shelf files for material formerly kept in safe-type equipment.

File clerks who have worked with open-shelf filing are enthusiastic about its advantages. There is less area to cover, and, of course, no file drawers to open or close, all adding up to less fatigue and faster service. Time required for files operations can be reduced 25 to 35 percent.

To convert or not to convert? Your decision will depend on answers to these questions:

Do you need more space?

Have you a sufficient volume of files to justify conversion?

A volume that requires 16 or more cabinets of material susceptible to centralization is considered enough.

Are your files arranged numerically? Alphabetic filing on open shelves generally is not as satisfactory as numerical filing because few records clerks can adjust to reading words written vertically; i. e., one letter below another on the folder tabs.

Are your present files in a vault area? If not, would it be practical to build a vault area to provide for open-shelf filing?

Will the floor loading capacity of your files area support shelf filing? If safe cabinets are presently being used, the answer is yes.

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However, if other than safe cabinets are being used, shelf filing may exceed the weight limitation since it may require an additional 10 to 30 pounds per square foot.

Any Organization component which maintains a large accumulation of active files, or which has files that are rapidly expanding, would do well to consider these questions and, if appropriate, investigate shelf filing.

### ~~ASSIGNMENT OF MILITARY PERSONNEL~~

Representatives of the Organization and the Department of Defense have recently reviewed the policies regarding assignment of military officers to the Organization in peace time. Agreements were reached on various points which will clarify questions arising in regard to the assignment of military personnel to the Organization.

1. Military personnel should be assigned to the Organization in order to provide adequate military participation and support at appropriate levels. Personnel selected for these assignments should be the best qualified and most experienced available and possess a well-founded understanding of their own services' policies, programs, and requirements.

2. Military personnel should be assigned to the Organization to fill billets requiring persons with technical skills and experience peculiar to the military service.

3. The services will not furnish military personnel to the Organization to fill billets requiring language, area knowledge, or other skills and experience which are not intrinsic in military personnel if such qualification is the primary basis for the request. However, if for instance an interpreter needs military status in the performance of his duties or if he requires other skills or experience which are primarily military rather than civilian qualifications, then military personnel would be furnished and this restriction would not apply.

4. In general, the military services should not be requested to assign personnel to the Organization to perform housekeeping functions or communications or clerical duties, to render medical support, or to be a source of labor and miscellaneous services if qualification for such services is the primary basis for the request. Under this provision, if a mimeograph operator or motor mechanic requires military status or other military qualifications in the performance of his duties he could be supplied by the services; otherwise the Organization will be expected to fill such positions with civilians.

Exceptions to any of the policies outlined above may be negotiated on a unique and emergency basis through the Department of Defense.

### ~~TAX REMINDER~~

The approaching end of the calendar year reminds us that we will soon be faced with income-tax responsibilities. For most staff employees, Federal and state income taxes are matters of personal responsibility. They should prepare and file their returns and pay their taxes on time. Persons who are to file their returns via the Covert Tax Unit are also personally responsible for meeting their tax obligations and should avoid late filing. The stations and bases will furnish these persons such assistance as they may need. Finance and administrative personnel located at overseas stations and bases are available for this purpose, as are the legal representatives stationed at certain posts.

Copies of tax returns (1040's) will be forwarded as soon as they are available from Internal Revenue Service, early in 1958. The W-2's and covert tax withholding statements also will be made available early in 1958.

It is suggested that all personnel promptly assemble their records and information concerning outside income so as to be in a position to prepare and file their returns immediately upon receipt of the 1040's and the statements of income and tax withholdings.

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## GEHA CHANGE

The Government Employees Health Association Booklet, "Your Health and Life Insurance Program," dated 1 October 1956 was supplemented by Amendment No. 3, 1 October 1957.

The information contained in Amendment No. 3 has been recently modified so that the "New Special Thirty-Day Income Replacement Plan (Preferred Risk)" is now currently available. The requirement to get 100 new applications for this policy to be effective has been eliminated.

As previously stated, no new applications for the old ninety-day plan will be accepted and participants in this old plan are privileged to change over at the next anniversary date of their contract. However, those desiring to continue the old plan may do so. The premium rates for the new plan are shown in Amendment No. 3, mentioned above.

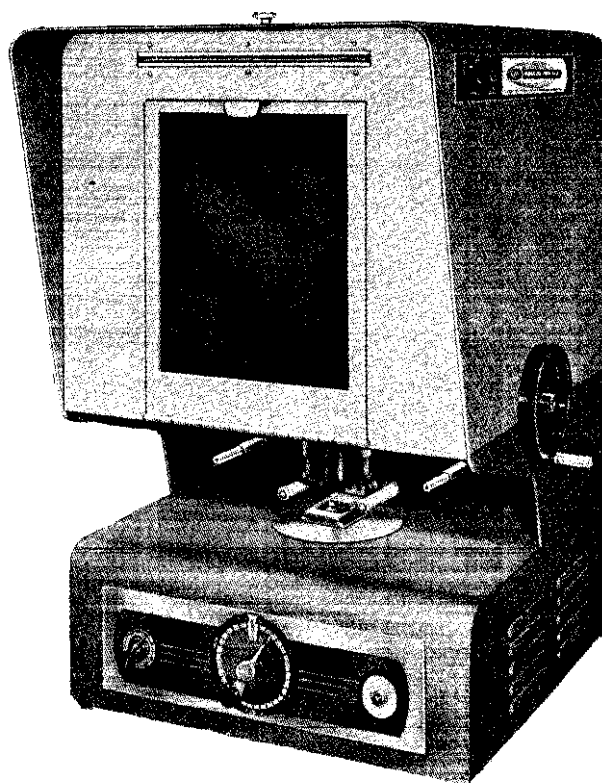
## MICROFILM READER-PRINTER

For a number of years the Organization has had a program of microfilming vital documents and other records. The areas in which microfilming of records would be profitable have, in the past, been limited to inactive records and vital documents duplication for future emergency use, because such problems as practical accessibility and the high cost of reproduction had not been solved. At the same time, research has been going forward to solve the practical problems which prevented economical use of microfilming for current records.

There is now on the market a microfilm reader which not only permits easy reading of microfilmed records, but which permits reproduction of any selected microfilm frame in less than 10 seconds. Prototype models of the machine which was developed commercially have been tested by actually using them in this Organization for one year.

This development of the Microfilm Reader-Printer is the single most important recent development in the microfilm field because it permits microfilming techniques to be applied to certain kinds of current records with no loss in efficiency of operations and with substantial reductions in file space requirements.

The machine itself is small enough to be placed on a desk and is simple to operate and maintain.



Microfilm Reader-Printer

This machine will handle both 16 mm. and 35 mm. microfilm in the form of reels of film or groups of aperture cards. Aperture cards fall into two categories. The first is a machine-type card with cutout apertures into which as many as eight microfilm frames (1 frame for each page) may be mounted. The second is a transparent holder into which individual microfilm frames or strips of microfilm may be inserted. The transparent holders may be obtained in a variety of sizes holding,

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